

- (d) Promotion Procedures. The competitive evaluation and rating assist in identifying those individuals whose performance is clearly outstanding and who will advance to higher grades well ahead of their contemporaries. At the completion of the competitive evaluation, Division Chiefs may elect to announce their intent to initiate promotion actions for selected employees and request that the promotion action be considered at the next CSP meeting. This announcement of intent is followed by a memorandum sent to all members that summarizes the following information concerning the employee. The memorandum is to be issued at least two weeks prior to the meeting on the promotion action so that all Division Chiefs will have sufficient opportunity to review the personnel folder and other information.
 - (1) Background
 - (2) Basic information on individual
 - (3) Project responsibilities
 - (4) Career potential
 - (5) Chief's rationale for promotion
 - (6) Availability of headroom for promotion.
- (3) Training.
 - (a) External Training, Technical
 - (1) Meetings, Short Seminars and Special Courses. This category including professional conventions, special government or industrially supported short courses or seminars lasting up to two weeks and costing up to \$500 will be approved by the Division Chief based on his judgment of need and appropriateness and forwarded directly to the Director/ORD. Seminars or courses beyond these limits should be approved by the CSP and, when necessary, approved by the DD/S&T Panel.
 - (2) Part Time, Paid. ORD personnel are encouraged whenever possible to take part-time advanced studies after

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hours. The government will pay tuition for all job-related courses. Further, when there is evidence of university scheduling conflicts and ORD workload conflicts, the employee will be permitted to schedule one course during working hours. In exceptional cases where the Division Chief feels it justifiable, permission for taking two courses during working hours may be granted. In all such cases the training should be based upon its value to the Agency, the potential of the individual, past performance and evidence of career intent. Existing rules concerning career personnel approval for cost and duration of training will continue to apply.

- (3) Full Time, Paid. Although it is basic policy to hire advanced degree employees rather than internally sponsor advanced degree training, ORD may in exceptional cases support such training based upon a strong recommendation by the Division Chief and the endorsement of the CSP. This category of training will be considered on an individual basis and should satisfy the following caveats:

- (a) Candidate has at least two full years Agency employment.
- (b) Candidate has shown exceptional potential for growth as an Agency career employee.
- (c) There is a clearly demonstrable association between the training requested and Agency requirements.
- (d) There is positive reason to believe that the candidate will continue on a career basis and is willing to certify his intent in this respect.
- (e) Approval of this training should be given only on a one-year basis.

Where CIA sponsorship cannot be justified, ORD may permit the employee to take leave without pay if ORD feels it would want the employee at the end of his period of education. Such cases must be handled with the appropriate Senior Career Board.

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- (4) Assignment to Laboratories. Additional advantage may be taken of such facilities as government laboratories, i. e., National Bureau of Standards, universities, contractors, where ORD has existing relationships to permit continued professional development by research, experimentation and training in the employee's specialized areas of competence.

(b) External Training, General

- (1) Meetings, Short Seminars and Special Courses. This category includes such courses as the Federal Science Executive and Administration courses given by Brookings Institute, or any other less-than-30-days courses described in (3)(a) above. Candidates will be selected and recommended to the Director/ORD by the CSP based upon the recommendations of the Division Chiefs.
- (2) Full Time, Paid. This category, including such courses as the Executive Management course at Harvard, extensive executive courses sponsored by other government agencies, War College, etc. applies to senior ORD officials. The requirements for nomination and qualifications of candidates are spelled out by DD/S&T, CIA, or government regulations for each individual type course. The CSP shall assist the Director/ORD in the selection and recommendation of candidates.
- (3) Part Time, Paid. This type of training requires special justification and applies to individuals with exceptional managerial talent. It encompasses graduate level courses in business administration, management, law, language, etc. Justification for this level of training will usually exist at the Office level and normally involve administrative and support personnel. Normally CSP recommendation and Director/ORD approval are required. Where CIA sponsorship cannot be justified, ORD may permit the employee to take leave without pay if ORD feels it would want the employee at the end of his period of education.

(c) Internal CIA Training.

- (1) Long Duration Courses. This involves courses longer than 30 days in duration such as the DD/S&T training

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course, operations courses, area division familiarization courses, special language courses, etc. Nominations for these courses should satisfy the following requirements:

- (a) Candidate and job assignment meet the pertinent CIA training requirements.
 - (b) Candidates have reasonable Agency career expectancy. The course should increase employees' value in present assignment or be preparatory to an immediately recognizable future assignment in the Agency.
- (2) Rotation. ORD shall keep abreast of the overall policy and practice of rotation of senior employees throughout the Agency and across office lines within the DD/S&T. The CSP shall act as Director/ORD instrument in this case and make specific recommendations as appears appropriate in career development of ORD employees. Rotation within ORD should be accepted personnel practice and continuously considered for the optimum assignment or reassignment of personnel based on ORD manpower needs, personnel conflicts, etc.
- (3) On-the-Job Training. ORD will give serious consideration to the training of employees newly arrived in ORD. In addition to the Agency orientation and Communism courses, it may be reasonable to assign new employees either full or part-time to work with the Budget & Finance Officer, Administrative Officer, or as assistant project officer in various divisions. The new employee should become versed in office organization, administrative procedures, contract handling, security, travel procedures, etc. Upon his assignment to a specific division and based on his personal background and experience, he would be assigned the level of responsibility for which he was initially employed.

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